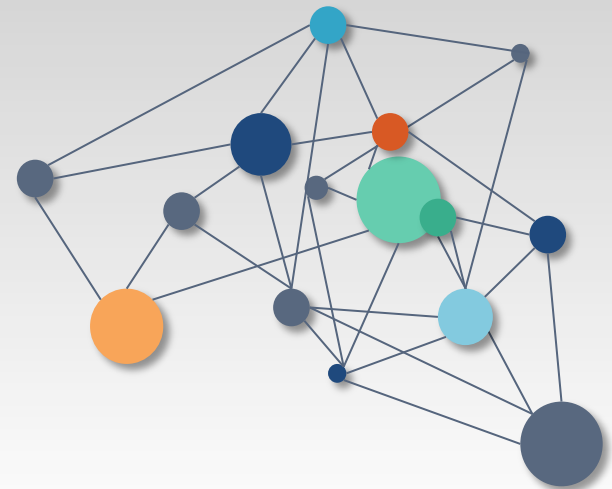


Draft Observations and Recommendations on Missouri Role and Missions



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Doctoral-Level Programs

- Overall:
 - University of Missouri must enhance its status as the states primary public research university and grantor of research doctorates
 - Missouri should continue policy of focusing doctoral-level capacity at a limited number of universities
 - Missouri should increase emphasis on collaboration as the means to ensure accessibility to doctoral-level programs in all regions.



Doctoral-Level Programs: Recommendations

- Statutory authority of Missouri State should include ability to offer independent professional doctorate programs as approved on a case-by-case basis by the Coordinating Board for Higher Education
- The statutory degree-granting authority of the following universities should include authority to provide doctoral programs outside their missions through collaboration with other institutions: Central Missouri, Missouri Southern, Missouri Western, Northwest Missouri, and Southeast Missouri
- Department of Higher Education should be proactive in:
 - Facilitating collaboration
 - Proposing modification to finance policy to support collaboration



Community College Degree-Granting Authority

- Missouri should continue the policy of focusing degree-granting authority of community colleges at the associate degree and certificate levels
- The Coordinating Board for Higher Education should approve the authority of a community college to grant bachelor's degrees:
 - Only on a case-by-case basis
 - With a clear indication that this exception does not mean a general authorization to grant bachelor's degrees.



High-Cost Undergraduate and Master's Programs (e.g., Engineering)

- Missouri should:
 - Continue to focus capacity in high-cost undergraduate and master's level professional programs such as engineering at a limited number of universities and
 - Increase emphasis on collaboration as the means to ensure accessibility to these programs in all regions.
- Allow the following universities to continue to offer professional baccalaureate and master's degrees in programs outside their degree-granting authority through collaboration with other institutions: Central Missouri, Harris-Stowe, Lincoln, Missouri State, Missouri Southern, Missouri Western, Northwest Missouri, and Southeast Missouri
- Department of Higher Education should:
 - Be proactive in facilitating collaboration
 - Propose modifications to finance policy necessary to make these relationships work for participating universities and students.



Concept of “Responsibility Areas”

- Missouri should consider instituting the concept of “responsibility areas” for public universities to ensure that all regions of the state are served.
- “Responsibility Area” contrasts with “Service Area”
 - Service Area: Exclusive right to offer programs in a region
 - Responsibility Area: Responsibility for ensuring that a region is served either:
 - By the responsible institution, or
 - By collaborating with other institutions to offer needed programs



Responsibility Areas

- The data presented by NCHEMS show:
 - Most Missouri public universities draw students from their immediate regions as well as from throughout the state (especially the major metropolitan areas).
 - Two or more public universities often compete to serve the same region.
 - At the same time, some regions are under-served at the baccalaureate level (e.g., the northeast and south-central regions).



Responsibility Areas

State policy can play an important role to:

- Ensure services to all regions of the state, including currently under-served regions
- Provide incentives for institutions to broker access to needed services through collaboration with other institutions
- Create an expectation that institutions coordinate and share services with other institutions serving the same region or metropolitan area (e.g., Kansas City and Saint Louis)



Responsibility Areas (Continued)

NCHEMS recommends that the Department of Higher Education

- Create an expectation that:
 - Northwest Missouri State be responsible for serving the northern portion of the state –the region of the state that was formerly assigned to Truman.
 - Missouri State University be responsible for serving those counties in South Central Missouri that were identified NCHEMS analyses as being underserved by 4-year institutions.
- Create an expectation that institutions engage in collaborative activities and broker programs from other institutions if needs of their regions require programs they don't offer.
- Pursue modifications in the funding model to provide the necessary incentives for collaboration.
- Take a proactive leadership role in facilitating coordination and collaboration among institutions serving the same geographic area, especially Kansas City and Saint Louis Metropolitan areas.



Responsibility Areas (Continued)

To ensure that home and contiguous counties of institutions with statewide missions are served, the Department of Higher Education should create an expectation that:

- Lincoln University be responsible not only for carrying out its statewide mission as an 1890 Land-Grant institution but also for serving its home and contiguous counties.
- The State Technical College be responsible not only for its statewide mission but also for serving its home and contiguous counties

